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1<sup>st</sup> The Queen's Dragoon Guards, Battle Group  
Headquarters, Operation Telic, BFPO 641  
Ptarmigan: [REDACTED]

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Reference: G1/1050

See Distr

Date: March 2003

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## DIRECTIVE 02 – PRISONER OF WAR HANDLING ORGANISATION

### INTRODUCTION

1. We are a disparate group of peoples and units, pulled together at the last minute to execute a task of considerable size and complexity. We do so against a backdrop of uncertainty both in the international arena, but more importantly within the theatre of operations. In addition, we do not yet have knowledge of the final shape of our organisation, our resources or the security environment in which we will operate.

### AIM

2. The aim of this directive is to give shape to your efforts and guide you through the continuing uncertainties of our mission.

### COMMAND

3. Our place in the UK force structure means we operate and deal with many organisations at different levels of command. This is something which causes friction. You are to work through this hurdle and do all you can to avoid strife, for this will inject delay to our processes. Seek out the reasonable man who can deliver, but keep the chain of command informed of developments. If an insurmountable hurdle is encountered refer this problem to me without delay.

### PURPOSE

4. Within the PWHO every person, irrespective of capbadge, service or speciality is to understand we have one common goal. In any case there is doubt, it is to

*Build and maintain a PW collection, processing and detention system in accordance with the law and to the highest moral and humanitarian standards.*

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**PROFESSIONALISM**

5. I demand of every soldier the highest professional standards. In this task we represent our service and nation. We will be in the public eye very shortly and should conduct ourselves with pride in our competence. None the less you are to pay particular attention to two areas:

a. Military Standards. Ensure every man or woman is properly equipped. I include every aspect of that person's capability from his weapon to NBC suits, malarial tablets, and so forth. This includes matters of personal discipline, such as weapon and gas mask carriage, sleep enforcement, water intake and matters of general hygiene such as foot inspections. This is not an optional aspect of your leadership responsibilities. We are about to embark on a mission in a hostile country, in an unhygienic environment and in the heat. You are to ensure your personnel do not fail from the lack of your supervision or basic disciplinary standards. An atmosphere of quiet efficiency is to prevail. Shouting and an air of chaos indicates indecision and a lack of order which will be seized upon by those who would seek to detract from our efforts and by the PW who will use it to their advantage.

b. Perception. Ensure your personnel understand the camera lens of the world will focus on us within a very short time. No action we undertake, no matter how trivial will be missed. Therefore, at all times ensure the deportment of the force is professional and businesslike. Mixed dress or the wearing of civilian clothes for any other reason than PT is not to be tolerated. Personnel who are off duty are to remain in those areas designated for this purpose. Personnel engaged in PW handling are to be firm and fair but detached from the subject. Under no circumstance are personnel to fraternise with PW. It leads inexorably to a breakdown of camp discipline and order. Remember that our recourse in ensuring order and security is to [REDACTED]

and a failure of the process of camp administration. You are to do all in your power to ensure things do not to escalate to this point. Early, forceful and proactive action will nip most things in the bud.

**CONCLUSION**

6. We have been given a difficult and somewhat unglamorous task. Many, I have no doubt, would rather be out in front doing acts of extreme valour. Nonetheless, our task is of strategic importance in a way individual heroism is not. We, the coalition forces, will not be judged on how we fought; a win is a win despite of the way it was done. In the end we will be judged on how we treated the Iraqi people. The way we deal with our PW will be the first prolonged exposure the Iraqi people will have of us. And every one of those PW will return home in time. They can do so knowing that they were treated

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decently and with dignity, or not. In the end the whole force will be judged by our efforts. I ask for your absolute and unswerving loyalty to this cause.

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Col  
Comd

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Action:

IDWR  
12 Bty 12 Regt RA  
DFAO AP3 Ryan  
101 MWD  
A Sqn 5 GS Regt RLC  
1 Tp 8 Sqn RE  
MPS  
Psyops  
Legal  
Media Ops